

# The Rice Performance Tools

Rob Fowler

John Mellor-Crummey,

Monika Mevenkamp, Nathan Tallent, Gabriel Marin,  
Xuesong Yuan, Jason Eckhard, Scott Warren, Lynn Wang

Center for High Performance Software  
Rice University



# Outline

- Background: Why we're building performance tools.
- Goals
- Approach
- Success Stories, Status, and Future.
- Examples.

# Background

What we (Rice Parallel Compilers Group) do -

## Code optimization

Aggressive (mostly source-to-source) compilation.

Hand application of optimizing transformations.

Try out transformations by hand first.

Work on real codes with algorithm, library, and application developers.

We spend a lot of time (too much?) analyzing executions. Why?

1. Deeply pipelined, out of order, superscalar processors with non-blocking caches and deep memory hierarchies.
2. Aggressive ( -O4) and/or idiosyncratic vendor compilers.

What we did --

Built tools to meet our needs w.r.t. the run/analyze/tune cycle.

They were so useful that we are now distributing (one-on-one) them

In use at DoD, DoE, and NSF supercomputer facilities

Why I'm here --

To present the tools

To encourage collaborative work.

# Problems with Existing Performance Tools

Most tools are hard to use on big, complex, modular applications. [Why?](#)

Despite 25 years of experience, profilers, etc are dramatically underused.

Tools (feel like they) are designed to evaluate architectural features, or operating systems, rather than for application tuning.

Tools have insufficient analytic power.

- Any one performance metric produces myopic view.
  - » Some metrics are causes. Some are effects. Comparisons required!  
Ex. - misses, FLOPS, loads, mispredicts, cycles, stall cycles.
  - » Instruction balances (loads vs FLOPS vs integer ops vs branches).
  - » Fusion of compiler analysis, simulation, and counter profiles.
- Labor intensive analytic methodology is difficult and/or tedious.
  - » (Re-)inserting explicit instrumentation and recompiling.
  - » Manual correlation of data from multiple sources with source code.
  - » Aggregating per line data into larger scopes.
  - » Computing synthetic measures, e.g. loads/flop.
- Tune/reanalyze cycle slowed or prevented by manual intervention and analysis.

# More Problems

Language- or compiler-based tools restrict domain of applicability

- Multi-language, multi-module (library.so) applications?
- Cross-platform, cross-compiler comparisons?

User Interface Issues

- GUI problems
  - » Vendor specific, both for target and analysis machines.
  - » Non-portable, non-collaborative visualization.
  - » Single-metric displays don't capture underlying problems
  - » Need for block, loop-level, and user-defined scopes.
- Failure to make compelling cases.
  - Hard to convince application developers and/or management with a fat stack of printouts and hand-generated notes.

# Goal: Build Tools that We Will Use

- Intuitive, top-down user interface for performance analysis.
- Provide information needed for analysis and tuning.
- Platform and language (compiler) independence
- Eliminate manual labor from the analyze, tune, run cycle.

# Approach

- Intuitive, top-down user interface for performance analysis.
  - Use familiar hypertext browsing models.
- Provide information needed for analysis and tuning.
  - Automatically compute derived performance metrics.
  - Assimilate and combine data from multiple sources.
    - » Examples: FLOPS/cycle, miss ratios, (actual cycles - ideal), static analyses.
    - » Filters and XMLwriter convert any "profile" into a standard format.
- Platform and language (compiler) independence
  - Multiple data sources → Cross Platform Comparisons
  - Extract hierarchical program structure from (-g3) binaries.
    - » Handle multiple languages: F77, F9x, C, C++, ...
    - » Use compiler-generated symbol table and object → source maps.
    - » Permits analysis of libraries, including dynamically loaded.
- Eliminate manual labor from the analyze, tune, run cycle.
  - Computation of derived metrics.
  - Drive the process with scripts and configuration files.

# The components of the HPCView Toolbox

`hpcview` → creates performance database from sources, profiles, structure information.

`Netscape, Internet Explorer` → initial user interface (static data)

`hpcviewer` → Java-based viewer

`bloop` → extracts structure from binaries

» Based on EEL, distribution restricted.

`open_analysis` → extracts structure from binaries

» Uses Open64 infrastructure, Rice analysis → GPLable

`ptran, ProfileWriter` → convert/write data in standard format

`hpcprof` → cprof for Linux that generates XML files directly

» Cprof output not intended for down stream analysis

`xprof` → prof extended to handle code replication

» Converts DCPI /ProfileMe output

» Better attribution for templates, includes, compiler replicated code

`msgprof` → Compatible profiling of library calls that can block, e.g. MPI.

`Scripts and makefiles` → glue necessary for automation

# Status

`hpcview` → v2.01 “in production”, v2.1 in alpha test

`Netscape, Internet Explorer` → available everywhere

`hpcviewer` → v1.0 in alpha test, Java portability issues surprise us!

`bloop` → distributed to Gov. Labs.

`open_analysis` → first use this week

`ptran, ProfileWriter` → production: `ssrun`, `uprofile`, static analyses

`hpcprof` → alpha test on P2 and P3 boxes. Depends on PAPI, etc.

`xprof` → works for DCPI /ProfileMe, but consumer tools not started

`msgprof` → being used in GrADS project. Distributable some day.

`Scripts and makefiles` → an expanding set

# Near Future

`hpcview` → v2.01 “in production”, v2.1 in alpha test (release in weeks)

`Netscape, Internet Explorer` → available everywhere

`hpcviewer` → v1.0 in alpha test, Java portability issues surprise us!

(release in weeks to friendly users for use on Windows)

`bloop` → distributed to Gov. Labs. (also to EEL licence holders)

`open_analysis` → first use this week (release in May)

`ptran, ProfileWriter` → production: `ssrun`, `uprofile`, static analyses

`hpcprof` → alpha test on P2 and P3 boxes. Depends on PAPI, etc.

(will release with v2.1 of `hpcview`)

`xprof` → works for DCPI /ProfileMe, but consumer tools not started

(looking for a student)

`Scripts and makefiles` → an expanding set

# Successes and ???

- The tool suite is in daily use at Rice.
  - NCOMMAS project, among others.
- Successful ongoing use at Sandia and LANL.
  - These have been the results of “hands-on deployment”.
  - ASCI codes and “compact applications”
  - Proprietary codes.
  - Science applications: Ocean Modelling, Quantum Chemistry.
- Version(s) have been made available at NCSA, but haven't caught on.

- Reset
- Source Files:
- driver.f
  - flux\_err.f
  - initialize.
  - inner.f
  - inner\_auto.
  - msg\_stuff.c
  - octant.f
  - source.f
  - sweep.#src#
- Other Files:

**sweep3d.single**

SOURCE FILE: ./sweep.#src#.f

```

457      do i = 1, it
458          flux(i, j, k, l) = flux(i, j, k, l) + w(m) * phi(i)
459      enddo
460      do n = 2, nm
461          do i = 1, it
462              flux(i, j, k, n) = flux(i, j, k, n) + pn(m, n, iq)
              * w(m) * phi(i)
463          enddo
464      enddo
465  
```

source pane

Location	sorted	cy_hwc	%	GSTORE	%	GLOAD	%	L1 MISS	%	L2 MISS	%	TLB MISS	%	FLOPS
Program		7.66e+09	100	1.13e+09	100	2.10e+09	100	2.83e+08	100	7.23e+06	100	1.38e+07	100	1.86e+07
sweep.#src#.f: 462		1.14e+09	1	1.14e+09	1	1.14e+09	1	4.4e+07	19	1.11e+06	15	2.97e+06	21	2.18e+06

flat, per line view

- Parent Scope
- Current Scope
- Child Scopes

BLK 311-483		7.37e+09	96	1.10e+09	97	2.05e+09	98	2.71e+08	99	7.23e+06	99	1.36e+07	99	1.83e+07
BLK 338-481		7.37e+09	96	1.10e+09	97	2.05e+09	98	2.71e+08	99	7.23e+06	99	1.36e+07	99	1.83e+07
BLK 382-394		1.42e+09	19	1.67e+08	15	2.34e+08	11	2.25e+07	12	4.41e+05	6	9.68e+05	7	5.04e+05
BLK 400-452		1.39e+09	18	1.23e+08	11	1.68e+08	8	1.68e+08	8	1.68e+08	8	1.68e+08	8	1.68e+08
BLK 460-464		1.28e+09	17	2.24e+08	20	4.89e+08	23	4.89e+08	23	4.89e+08	23	4.89e+08	23	4.89e+08
BLK 468-472		1.22e+09	16	2.12e+08	19	4.40e+08	21	5.85e+07	21	1.50e+06	21	3.30e+06	24	2.09e+06
BLK 372-376		1.15e+09	15	2.20e+08	19	4.56e+08	22	5.90e+07	21	1.25e+06	17	3.14e+06	23	2.18e+06
BLK 457-459		4.20e+08	5	7.12e+07	6	1.46e+08	7	1.82e+07	6	5.51e+05	8	9.78e+05	7	7.17e+05
BLK 369-371		3.63e+08	5	6.93e+07	6	7.62e+07	4	1.97e+07	7	6.45e+05	9	1.01e+06	7	6.88e+05
sweep.#src#.f: 364		3.98e+07	1	4.92e+06	0	1.56e+07	1	1.40e+06	0	3.50e+04	0	2.85e+04	0	2.85e+04
sweep.#src#.f: 359		3.40e+07	0	1.09e+06	0	1.31e+07	1	1.06e+06	0	7.86e+02	0	1.54e+03	0	1.54e+03
BLK 340-342		2.20e+07	0	1.04e+06	0	1.28e+07	0	1.12e+05	0	1.21e+02	0	1.45e+02	0	1.45e+02

Enclosing Loop

This Loop

Children (loops and stmts)





[Reset](#)

### zeus:blastxyz

[Help](#)

big parallel cosmology code.

Source Files:

- ../src:
- [advx1.f](#)
- [advx2.f](#)
- [advx3.f](#)
- [avisc.f](#)
- [avisc\\_d.f](#)
- [bndyflgs.f](#)
- [bval3d.f](#)
- [bvalemf.f](#)
- [checkin.c](#)
- [clocks.f](#)
- [ct.f](#)
- [dataio.f](#)
- [empty.f](#)
- [forces.f](#)
- [forces\\_d.f](#)
- [ggen.f](#)
- [hsmoc.f](#)
- [intchk.f](#)
- [linpck.f](#)
- [lorentz.f](#)
- [lorentz\\_d.f](#)
- [momx1.f](#)
- [momx2.f](#)
- [momx3.f](#)
- [mstart.f](#)
- [newdt.f](#)

SOURCE FILE: ../src/lorentz.f

```

414 c to zero.
415 c
L416 do 3 k=kbeg-1,kend+1
L417 do 2 j=jbeg-1,jend+1
L418 do 1 i=ibeg-1,iend+1
L419 srcl(i,j,k) = sqrt ( 0.5 * ( d (i,j,k) + d (i-1,j,k) ) )
L420 srd2(i,j,k) = sqrt ( 0.5 * ( d (i,j,k) + d (i,j-1,k) ) )
L421 srd3(i,j,k) = sqrt ( 0.5 * ( d (i,j,k) + d (i,j,k-1) ) )
L422 stl (i,j,k) = 0.0
L423 st2 (i,j,k) = 0.0
L424 st3 (i,j,k) = 0.0
425 1 continue
426 2 continue
427 3 continue
428 c
429 c
    
```

1% spent in sock\_msg\_avail\_on\_fd

No real hotspots.

Location Program	sorted Cycles	%	sort L1 miss	%	sort L2 miss	%	sort TLB miss	%	sort FP insts	%
Program	4.85e+10	100	1.21e+09	100	4.97e+07	100	1.29e+08	100	1.89e+10	100
sock_msg_avail_on_fd (p4_	6.12e+08	1	1.08e+06	0	2.96e+03	0	5.30e+02	0		
lorentz.f: 421	6.06e+08	1	1.64e+07	1	1.78e+06	4	1.35e+04	0	5.17e+07	0
memcpy (bcopy.s:329)	6.06e+08	1	2.36e+07	2	2.14e+06	4	1.88e+05	0		
lorentz.f: 419	5.20e+08	1	1.07e+07	1	1.26e+06	3	2.31e+04	0	3.70e+07	0
newdt.f: 431	5.07e+08	1	1.23e+07	1	1.93e+06	4	1.96e+04	0	8.78e+06	0
forces.f: 587	4.92e+08	1	2.54e+07	2	1.06e+06	2	8.85e+03	0	2.32e+08	1
lorentz.f: 420	4.26e+08	1	6.67e+06	1	1.36e+06	3	1.14e+04	0	3.56e+07	0
forces.f: 561	4.24e+08	1	7.51e+06	1	5.30e+05	1	2.27e+04	0	1.89e+08	1

Parent Scope

Program	4.85e+10	100	1.21e+09	100	4.97e+07	100	1.29e+08	100	1.89e+10	100
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Current Scope

hsmoc.f	1.94e+10	40	4.34e+08	36	1.14e+07	23	1.24e+08	96	7.34e+09	39
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Child Scopes

hsmoc (hsmoc.f:90)	1.94e+10	40	4.34e+08	36	1.14e+07	23	1.24e+08	96	7.34e+09	39
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[Reset](#)

## bt\_danich

[Help](#)

Comparison of the number of graduated loads on a MIPS R10K vs a R12K on the same input and binary.

### Source Files:

- [add.f](#)
- [error.f](#)
- [exact\\_rhs.f](#)
- [exact\\_solution.f](#)
- [extra.f](#)
- [foo.f](#)
- [initialize.f](#)
- [lhsx.f](#)
- [lhsy.f](#)
- [lhsz.f](#)
- [rhs.f](#)
- [x\\_solve.f](#)
- [y\\_solve.f](#)
- [z\\_solve.f](#)

### Other Files:

- [BufferHashTable.C](#)
- [Buffers.C](#)
- [HPFrttd.C](#)
- [HashTable.C](#)
- [LogicalAssertion.f](#)
- [LongMap.C](#)
- [LongMap.h](#)
- [LongMapTan1.h](#)

```

SOURCE FILE: ./x_solve.f

2125      *yidl, j - gridx_myid2, k - gridx_myid3, tile))
2126      CHPF$          endon
2127                  ifwd = 1
L2128                  do l = 1, 5
2129                      do m = 1, 5
L2130                          tmp_lhs(m, 1) = lhs(m, 1, cc, i - gridx_myid1 -
2131      *l, j - gridx_myid2, k - gridx_myid3, tile)
2132                      enddo
2133                  enddo
2134                  ifwd = 1
2135      CHPF$          on home(lhs(1, 1, aa, i, j, k)) begin
L2136                  call matmul_sub(lhs(1, 1, aa, i - gridx_myid1, j - g
2137      *ridx_myid2, k - gridx_myid3, tile), tmp_lhs(1, 1), lhs(1, 1, bb, i
2138      * - gridx_myid1, j - gridx_myid2, k - gridx_myid3, tile))
L2139                  call hinverhs(lhs(1, 1, bb, i - gridx_myid1, j - gri
  
```

Location	sorted	glnirv	gldiff
Program	9.94e+09 100	9.63e+09 100	-3.03e+08 100

<a href="#">extra.f: 72</a>	5.29e+08 5	5.08e+08 5	-2.11e+07 7
<a href="#">extra.f: 21</a>	4.84e+08 5	5.92e+08 6	1.08e+08 -35
<a href="#">extra.f: 62</a>	3.14e+08 3	2.84e+08 3	-3.03e+07 10
<a href="#">extra.f: 57</a>	2.88e+08 3	1.94e+08 2	-9.33e+07 31
<a href="#">extra.f: 67</a>	2.58e+08 3	2.90e+08 3	3.17e+07 -9
<a href="#">x_solve.f: 2130</a>	2.36e+08 2	2.16e+08 2	-1.97e+07 7
<a href="#">exact_solution.f: 19</a>	2.35e+08 2	2.39e+08 2	4.03e+06 0
<a href="#">y_solve.f: 1053</a>	2.28e+08 2	2.28e+08 2	-1.40e+04 0

### Parent Scope

### Current Scope

### Child Scopes

Program	9.94e+09 100	9.63e+09 100	-3.03e+08 100
↑ extra.f	4.14e+09 42	4.06e+09 42	-8.39e+07 28



[Reset](#)

## heat.single

[Help](#)

### Source Files:

..

- [comm.F](#)
- [heat.F](#)
- [second.f](#)

### Other Files:

- [filbuf.c](#)
- [findbuf.c](#)
- [flsbuf.c](#)
- [pack.c](#)
- [string\\_cmp.c](#)
- [unpack.c](#)
- [wrtchk.c](#)
- [allocation.c](#)
- [asnenv.c](#)
- [atexit.c](#)
- [bcmp.s](#)
- [bcopy.s](#)
- [blk\\_init.c](#)
- [boizu2s.c](#)
- [bzero.s](#)
- [cerror.s](#)
- [close.s](#)
- [closeAI0.c](#)
- [closeSCT.c](#)

SOURCE FILE: ./heat.F

```

1522         if(numdim.eq.3) then
1523
1524             do l=1,numcell
1525                 vctry(l)=vctrx(l) &
1526                     +cell_off(LO_SIDE,X_DIR,l)*vctrx(cell_pnt(LO_SIDE,X_DIR,l)) &
1527                     +cell_off(HI_SIDE,X_DIR,l)*vctrx(cell_pnt(HI_SIDE,X_DIR,l)) &
1528                     +cell_off(LO_SIDE,Y_DIR,l)*vctrx(cell_pnt(LO_SIDE,Y_DIR,l)) &
1529                     +cell_off(HI_SIDE,Y_DIR,l)*vctrx(cell_pnt(HI_SIDE,Y_DIR,l)) &
1530                     +cell_off(LO_SIDE,Z_DIR,l)*vctrx(cell_pnt(LO_SIDE,Z_DIR,l)) &
1531                     +cell_off(HI_SIDE,Z_DIR,l)*vctrx(cell_pnt(HI_SIDE,Z_DIR,l))
1532             enddo
1533
1534         else if(numdim.eq.2) then
1535

```

Estimate stall cycles by comparing actual vs ideal cycles a la MTOOL

Location	sorted	sort	sort	sort				
Program	CYCLES	%	ICYCLES	%	STALL	%	FLOPS	%
heat.F: 1525	6.61e+09	39	1.63e+09	32	4.98e+09	42	4.10e+08	24
heat.F: 1356	2.39e+09	14	1.05e+09	21	1.34e+09	11	5.41e+08	32
heat.F: 1387	1.82e+09	11	2.01e+08	4	1.62e+09	14	6.69e+07	4
heat.F: 1331	9.92e+08	6	2.30e+08	5	7.62e+08	6	5.73e+07	3
heat.F: 1332	8.99e+08	5	1.46e+08	3	7.53e+08	6	6.36e+07	4
heat.F: 1098	8.13e+08	5	2.97e+08	6	5.16e+08	4	1.36e+08	8
heat.F: 1355	7.55e+08	4	7.19e+07	1	6.83e+08	6		
heat.F: 1341	5.55e+08	3	1.48e+08	3	4.07e+08	3	1.35e+08	8

### Parent Scope

### Current Scope

### Child Scopes

heat.F	1.69e+10	100	5.04e+09	100	1.19e+10	100	1.67e+09	100
mcgds (heat.F:1160)	8.60e+09	51	2.43e+09	48	6.17e+09	52	1.09e+09	65
heat.F: 1356	2.39e+09	14	1.05e+09	21	1.34e+09	11	5.41e+08	32



[Reset](#)

## sweep3d alpha cyclesEV6 vs EV67ls

[Help](#)

SOURCE FILE: /home/rjf/HARD\_CODES/sweep3d\_alphas/v1/sweep.f

**Source Files:**

- /home/rjf/HARD\_CODES/sweep3d
- [flux\\_err.f](#)
- [initialize.f](#)
- [inner.f](#)
- [source.f](#)
- [sweep.f](#)

```

427      phi(i+10) = phi_i10
428      phi(i+11) = phi_i11
429      end do
430      do i = 1 + ((it)/12)*12 , it
431          phi_i = src(i,l,j,k)
432          do n = 2, nm
433              phi_i = phi_i + pn(n,m,iq)*src(i,n,i,k)
434          end do
435          phi(i) = phi_i
436      end do
437      if ( .not. do_fixup) then
438
439      c I-line recursion: without flux fixup
    
```

How much better is an EV67?

This question is ill formed for program units that are too small. Compilation issues, hardware cost attribution, etc.

Location	Program	sort Ev6Cycle	%	sort Ev67Cycl	%	sorted cy6/cy67	%	sort Ev67BMis	%
		1.63e+10	100	1.09e+10	100	1.49e+00	100	1.78e+07	100
<a href="#">sweep.f: 431</a>		6.40e+07	0	8.39e+06	0	7.62e+00	510	0.00e+00	0
<a href="#">source.f: 43</a>		7.34e+06	0	1.05e+06	0	7.00e+00	469	0.00e+00	0
<a href="#">sweep.f: 394</a>		2.52e+07	0	4.19e+06	0	6.00e+00	402	0.00e+00	0
<a href="#">sweep.f: 422</a>		3.15e+07	0	5.24e+06	0	6.00e+00	402	0.00e+00	0
<a href="#">sweep.f: 423</a>		3.15e+07	0	5.24e+06	0	6.00e+00	402	0.00e+00	0
<a href="#">sweep.f: 421</a>		3.15e+07	0	5.24e+06	0	6.00e+00	402	0.00e+00	0

Parent Scope

LP 358-547:sweep.f	1.57e+10	97	1.05e+10	96	1.50e+00	100	1.57e+07	88
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Current Scope

LP 430-435:sweep.f	2.01e+08	1	9.65e+07	1	2.09e+00	140	0.00e+00	0
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Child Scopes

<a href="#">sweep.f: 431</a>	6.40e+07	0	8.39e+06	0	7.62e+00	510	0.00e+00	0
LP 432-433:sweep.f	1.15e+08	1	6.40e+07	1	1.80e+00	121	0.00e+00	0
<a href="#">sweep.f: 430</a>	1.99e+07	0	2.10e+07	0	9.50e-01	64	0.00e+00	0
<a href="#">sweep.f: 435</a>	2.10e+06	0	3.15e+06	0	6.67e-01	45	0.00e+00	0



[Reset](#)

## Normalized cycles R12K vs EV6 vs EV67

[Help](#)

SOURCE FILE: /home/rjf/HARD\_CODES/sweep3d\_alphas/v1/sweep.f

```

516
517  c compute flux Pn moments (I-line)
518  c      original
L519      do i = 1, it
L520          flux(i,1,j,k) = flux(i,1,j,k) + w(m)*phi(i)
521      end do
L522      do n = 2, nm
L523          do i = 1, it
L524              flux(i,n,j,k) = flux(i,n,j,k)
L525              &          + pn(n,m,iq)*w(m)*phi(i)
526          end do
527      end do
528
529  c compute DSA face currents (I-line)
    
```



Indices reordered!

	sorted	sort	sort	sort	sort	sort	sort
Location	Ev6Cycle %	Ev67Cycl %	R12KCycl %	EV6/EV67	EV6-EV67 %	12K/67	
Program	3.25e+07 100	1.63e+07 100	2.26e+07 100	1.99e+00	1.62e+07 100	1.38e+00	

<a href="#">sweep.f: 520</a>	1.92e+06 6	1.02e+06 6	1.30e+06 6	1.88e+00	8.97e+05 6	1.27e+00	
<a href="#">sweep.f: 524</a>	1.68e+06 5	1.02e+06 6	3.66e+06 16	1.66e+00	6.69e+05 4	3.61e+00	
<a href="#">sweep.f: 441</a>	1.61e+06 5	9.27e+05 6	2.27e+05 1	1.74e+00	6.87e+05 4	2.45e-01	
<a href="#">sweep.f: 447</a>	1.24e+06 4	5.92e+05 4		2.09e+00	6.43e+05 4		

Other Files:

Parent Scope

LP <a href="#">358</a> -547:sweep.f	3.14e+07 97	1.57e+07 96	2.15e+07 95	2.00e+00	1.57e+07 97	1.37e+00	
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Current Scope

LP <a href="#">519</a> -525:sweep.f	5.75e+06 18	3.39e+06 21	5.33e+06 24	1.70e+00	2.36e+06 15	1.57e+00	
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Child Scopes

<a href="#">sweep.f: 520</a>	1.92e+06 6	1.02e+06 6	1.30e+06 6	1.88e+00	8.97e+05 6	1.27e+00	
<a href="#">sweep.f: 519</a>	2.31e+05 1	1.86e+05 1	1.50e+05 1	1.24e+00	4.49e+04 0	8.07e-01	
<a href="#">sweep.f: 522</a>	1.30e+05 0	6.93e+04 0	7.01e+04 0	1.88e+00	6.07e+04 0	1.01e+00	

## Thought for the Day

The Hitchiker's Guide to the Galaxy, in a moment of reasoned lucidity which is almost unique among its current tally of five million, nine hundred and seventy-three thousand, five hundred and nine pages, says of the Sirius Cybernetics Corporation products that "It is very easy to be blinded to the essential uselessness of them by the sense of achievement you get from getting them to work at all. In other words - and this is the rock-solid principle on which the whole of the Corporation's galaxywide success is founded -- their fundamental design flaws are completely hidden by their superficial design flaws."

(Douglas Adams, "So Long, and Thanks for all the Fish")

# Contacts

NCSA activities: <http://www.cs.rice.edu/~dsystem/ncsa/index.htm>

HPCView tools: <http://www.cs.rice.edu/~dsystem/hpcview/>

Group: [hpc@cs.rice.edu](mailto:hpc@cs.rice.edu)

Rob: [rjf@rice.edu](mailto:rjf@rice.edu)

John: [johnmc@rice.edu](mailto:johnmc@rice.edu)

David: [whalley@cs.fsu.edu](mailto:whalley@cs.fsu.edu)